

Women in Coaching National Coach Workshop 2007: Packed Agenda Sparks Momentum

by Sheila Robertson

The Coaching Association of Canada's Women in Coaching program (WiC) held its annual National Coach Workshop, March 30 – April 1, at the Briars Resort, Jackson's Point, Lake Simcoe, Ont. In attendance were women holding national team head coach or assistant coach positions, junior national team coaches, national team apprentice coaches, and women sport leaders.

Organized by WiC consultant **Sheilagh Croxon**, this year's program offered a workshop tailored to the coaches, a strategic think tank for the sport leaders, a leadership workshop, an interactive marketing session, and a session on political advocacy.

"I am thrilled with the initial outcomes," said Sheilagh. "We have a national sport organization (NSO) moving forward to create a real plan to develop more women coaches, a coach who was considering retirement who is now committed to staying in the profession, new peer-to-peer relationships, two multi-sport organizations committed to closer cooperation, and much more. It was wonderful to have the experience of people like **Marion Lay**, **Dru Marshall**, and **Judy McCrae** in the room, mixed with the energy and dedication of our up-and-coming coaches. This provided an extra-special ingredient to the workshop."

"Be the Leader They Stay For"

Internationally acclaimed speaker and author **Elaine Allison** led off with a session on essential skills women coaches need to be successful in leadership positions. An authority on the differences in how men and women lead and the author of the best-selling *The Velvet Hammer**, she has presented thousands of audiences with her unique approach to leadership and management practices.

Elaine describes a 'velvet hammer' as "a woman — at any level in an organization — who gets things done, and done well, by leading with grace and eloquence. She has let go of trying to make what works for her male counterparts work for her. Instead, she leverages her perspective as a woman to gain the trust, enthusiasm, and support of her team. She is direct and impactful (a hammer) yet softens her approach with her innate diplomacy, compassion, and warmth (velvet)."

According to Elaine, 98% of all books on leadership are written by men and often the suggested tactics don't work for women. She pointed out that Canada, with 17%, or 64 women elected in January 2006, (<http://www.parl.gc.ca/information/library/PRBpubs/prb0562-e.htm>), ranks 42nd in the world for most women in the House of Commons. Regarding boards of directors in North America, she says that women have gained only one-half of one percent in the past 10 years. "At this rate, it will take us 70 years to be on an equal par with men," she said.

Elaine explained that her goal was to demonstrate essential skills for the female coach such as understanding your preferred communication style and how it can affect the people around you and learning skills that work incredibly well for women, whether negotiating a resolution or needing someone to tell someone to “Knock it off”, nicely, of course, and still get the results you want.

National Coach Workshop

The National Coach Workshop facilitator was Dr. **Penny Werthner**, a professor in the School of Human Kinetics at the University of Ottawa and a practising sport psychologist who works with many national team athletes and coaches.

The coaches participated in a session on management issues, including effectively leading their assistant coaches, other staff such as strength and conditioning experts, sport psychology consultants, and their athletes and/or team. They discussed current issues they are facing, the skills required to manage those issues effectively, and what skills they need to develop, specific to these issues.

Another session, led by guest speaker **Susan Kitchen** of the Coaches Association of Ontario, focused on leveraging resources and how to ask for and find what you need.

A third session discussed lessons learned from the Athens and Torino Olympics, looking forward to Beijing in 2008 and Vancouver in 2010. Long track speed skating national coach **Xiuli Wang**, rowing national coach **Laryssa Biesenthal**, and **Mimi Maseleva**, coach of Canada’s top rhythmic gymnasts, spoke from a coach’s perspective. Former world cycling champion and current national BMX coach **Tanya Dubnicoff** spoke from an athlete’s perspective, and with the lessons learned, explained what she would be doing as a coach going to Beijing. “The sessions were very in-depth and productive, with other Olympic coaches such as synchro’s **Isabelle Taillon** and archery’s **Joan McDonald** also contributing,” said Penny.

Sheilagh Croxon, who coached her synchronized swimmers to Olympic bronze in 2000, presented a session called “Making Time for You” to address challenges all of the coaches encounter in balancing the demands of the job with personal and family time. The session, which generated plenty of discussion, focused on strategies that could be employed, based on her own experience of being a mother and preparing for two Olympic Games, with her main message being, “working to keep perspective.”

She reminded the coaches that it is not possible to coach effectively if they are in the “head down” cycle. “Perspective is key, and you must have time to reflect if you are going to be effective,” she said. “Give yourself permission to take one day off per week and let the athletes or the assistant coach run the practice. Make this your planning day so that you can actually have a real day off when the team does instead of doing the planning for the next week on the day off.”

“Ask for what you need” was another key message. “If you have to be away for a long period, arrange to go home for a weekend to see your kids or to have your family come and spend some time with you. If you are miserable and missing them and feeling guilty about being away, you can’t do your best job.”

She went on to explain that “quality can always be improved, but quantity does have limits. “At some point, it is not about doing more; it is about asking yourself and the athletes each and every day, how have I brought more quality to my work today?”

A strong believer in mentorship, Sheilagh said that when she asks coaches what they need in an Olympic year, invariably they respond: “Someone to speak to on a regular basis just to make sure I am on track with my plans and keep my confidence up.” She encouraged the workshop coaches to put this support in place for themselves in order to achieve the aim of maintaining perspective.

Strategic Think Tank

Leading the strategic think tank was **Marion Lay**, most recently president and CEO of the 2010 LegaciesNow Society and past chair of the Vancouver 2010 Bid Corporation. Participants were women leaders from national, multi-sport, and coach advocacy organizations, the university and college domains, and government.

It was agreed that in general

- coaching as a profession is under-valued.
- at every level, coaches experience a poor quality of life and inadequate compensation.
- there are few opportunities for full-time, adequately compensated employment.

On the plus side,

- there are some excellent programs and initiatives (Appendix 1).
- Sport Canada’s review of its Women in Sport policy is timely and welcome.
- having women in coaching as a line item in NSO budgets is important, but accountability is necessary.
- CAAWS continues to raise awareness of women and sport.
- the Canada Games Council’s equity policy is having a major impact on the development of women coaches.

Of concern, women coaches are

- lacking an overall plan, a framework, realistic targets, goals, and accountability.
- hampered by conflicting priorities.
- lacking minimal baseline data to track progress.
- hampered by no sharing of information on existing programs.
- lacking program evaluation.
- lacking linkages to programs.
- hampered by short-term programs with rigid timeframes and unrealistic goals that make momentum impossible.
- lacking professional development pathways.
- providing few networking opportunities, especially for new, young coaches

Important examples of progress are the work of the International Working Group (see <http://www.iwg-gti.org/e/progress/index.htm>), WomenSport International, and UNESCO, and recent initiatives and policies on sexual harassment and abuse in sport developed by the International Olympic Committee (see http://www.olympic.org/uk/news/media_centre/press_release_uk.asp?id=2064).

The focal point of the session was discussion of key strategic levers that will move the WiC agenda forward over the next five years. Points included

- developing a strategic network.
- creating an advisory committee to include complementary organizations (Appendix A).
- enhancing the capacity of existing programs.
- targeting women assistant coaches as well as head coaches.
- developing bilateral agreements with federal, provincial, and territorial governments.
- participating in Sport Canada’s Women in Sport policy review and the Status of the Coach Study.

- developing a ‘clearing house’ to spread the word about programs, professional development opportunities, networks, linkages, and a tool kit to help sport organizations advance the WiC agenda.

Marketing Women in Coaching

Leading an interactive brainstorming session was Sandra Gage, CAC’s director of marketing and communications. She explained that the session was the first formal step in the creation of a marketing plan for WiC, providing an excellent opportunity for the coaches to contribute. In taking the group through a series of exercises designed to shape the marketing plan, she pointed out several key considerations:

- Know your product and what you have to sell.
- Know existing and potential target markets.
- Create signature products that can be exclusively shared with a sponsor.
- Research the competition.

Next steps will see the session feedback included in the creation of a WiC Marketing Plan, which will define the program, address key target markets, and develop related strategies to reach these markets. The plan will complement the WiC Communications Plan and is being developed in cooperation with Sheilagh Croxon and consultant Michael Van Dusen of Van Dusen Communications, who is responsible for the “We are coaches” campaign (http://www.coach.ca/wearecoaches/archives/2006/02f_07_launch.cfm).

Political Advocacy

Dr. **Dru Marshall** of the University of Alberta led an animated discussion of why women coaches need to engage in political advocacy, which she defined as part of the continuum of a communication process that involves the selection and organization of information to create a convincing argument or message, and then mobilizing people around that message.

“Effective advocacy involves communications, building relationships, making connections, and understanding power; that is, who has it and how you can get some of it,” she said.

In building her case that sport is politicized, Dru pointed out that there are many competing motivations for people to be involved in sport, inevitably resulting in power struggles over such controversial matters as who gets what portion of the funding pot and team selection. She reminded the coaches that the andocentric nature of sport is a constant contributing factor.

Dru went on to explain the critical needs the coaches must consider in developing political advocacy skills:

- Educate yourself. It is essential to really know the issue, what you want/need changed, and why.
- Prepare a well-structured message.
- Do your homework and make the message appropriate to the audience. Take the time to do it well.
- Make meaningful connections to mobilize people into action. Take advantage of every opportunity, including social occasions.
- Understand the personal power of your position as a coach, keeping in mind the importance of deportment and behaviour. “You are *always* the national coach.”
- Nurture a strong underlying sense of personal values, keeping in mind that while there are no tradeoffs in personal advocacy, sometimes there are in political advocacy. In other words, you may have to give something to get something back, but do this in light of your personal values.

“These skill sets cross a number of different domains,” said Dru. “Be willing to ask for what you want. Timing is everything. Advocacy is an acquired, practiced skill. Practice with smaller things. Recognize the issues and what you have to do to affect change.”

Stressing the value of networks, she said: “You don’t have to solve the problem yourself. Identify who and what can support you. Go with what you know. A network can be one key person; it can also be a collective. The support can be somewhere on the continuum. Know who you can count on. Above all, empower yourself.”

WORKSHOP PARTICIPANTS

Elaine Allison of Vancouver, Author and International Speaker

Yvonne Becker of Edmonton, Athletics Director, Augustana University College

Sally Bell of Vancouver, Field Hockey, National Team Head Coach

Laryssa Biesenthal of Victoria, Rowing, Head Coach, Lightweight Women’s National Team

Sheilagh Croxon of Toronto, Workshop Coordinator and Women in Coaching Consultant; former national synchro head coach

Elena Davydova of Oshawa, Ont., Artistic Gymnastics, Head Coach, Gemini Gymnastics; National Team Apprenticeship Program

Janice Dawson of Calgary, Goalball, National Team Coach

Wendy Dobbin of Pickering, Ont., Softball, Assistant National Team Coach

Sharon Donnelly of Colorado Springs, Col., Triathlon, Assistant National Teams Coach, USA Triathlon

Tanya Dubnicoff of Calgary, Cycling, BMX Head Coach, Olympic Oval; National Team Apprenticeship Program

Kathy Duval of Ottawa, Senior Program Officer, Sport Canada

Shauna Flath of Vancouver, Squash, Senior National Women’s Team Head Coach

Sandra Gage of Ottawa, CAC, Director of Marketing and Communications

Judy Goss of Toronto, Sport Psychologist

Kelly Johnson of Barrie, Ont., Figure Skating, Junior National Team Coach

Lorraine Lafrenière of Ottawa, CEO and Secretary General, Canadian Cycling Association

Marie-Claude Lapointe of Montreal, Softball; National Team Apprenticeship Program

Marion Lay of Vancouver, former president and CEO, 2010 LegaciesNow; President, Think Sport Ltd.

Judy McCrae of Waterloo, Ont., Athletic Director, University of Waterloo

Joan McDonald of Richmond Hill, Ont., Archery, National Coach

Dr. Dru Marshall of Edmonton, Deputy Provost (as of June 1), University of Alberta

Mimi Maseleva of Toronto, Rhythmic Gymnastics, coach of top-ranked athletes and potential Olympians

Kateri Mills of Duntroon, Ont., Cross Country Skiing, Head Coach, Highland Trail Blazers

Joanne Mortimore of Ottawa, Athletics, Chief Executive Officer, Athletics Canada

Sandra Murray-MacDonell of Monkland, Ont., CCAA Executive Director
Carla Nicholls of Regina, Athletics, Head Coach, University of Regina
Lisa Patterson of Thunder Bay, Ont., Cross Country Skiing; National Team Apprenticeship Program
Andrée Pouliot-Deschamps of St-Lambert, Que., Diving, Junior National Team Coach
Sheila Robertson of Manotick, Ont., Women in Coaching communication consultant; Editor, *Canadian Journal for Women in Coaching*
Kenna Robbins of Montreal, Sprint Canoe Kayak, Senior National Team Assistant Coach
Tricia Spooner of Ottawa, Chief Operating Officer, Coaches of Canada
Isabelle Taillon of Deux-Montagnes, Que., Synchro, National Team Head Coach
Xiuli Wang of Calgary, Long Track Speed Skating, National Team Coach
Dr. Penny Werthner of Ottawa, University of Ottawa professor; Sport Psychologist
Lyndsay Wheelans of Ottawa, Ringette, National Team Head Coach
Annie Wolfe of Vancouver, Swimming; National Team Apprenticeship Program

* *The Velvet Hammer* is available through Amazon.com or Elaine's website, <http://www.elaineallison.com>. For more information, visit <http://www.thevelvethammer.com>.

APPENDIX A

An Overview of Women in Coaching Initiatives as of March 31, 2007

Coaching Association of Canada's Women in Coaching Program Contact: Sheilagh Croxon

CAC's Women in Coaching (WiC) program is a national initiative to increase the number of coaching opportunities for women at all levels of sport.

WiC is committed to developing and maintaining partnerships, networks, resources, and other strategies that increase the number of women coaches and retain women in the coaching field. Key partners are Sport Canada, Coaches of Canada, the Canadian Association for the Advancement of Women and Sport and Physical Activity (CAAWS), the Canada Games Council, provincial and territorial governments, and 2010 LegaciesNow. Potential partners are the Canadian Olympic Committee, the Canadian Paralympic Committee, and CONFES (Conference of Youth and Sport of French-Speaking Countries).

WiC supports women in coaching by

- working towards solutions to issues affecting women coaches.
- profiling the WiC program internationally.
- working with CAC's NCCP team to ensure gender balance and equity in new and existing NCCP materials.

National Team Apprenticeship Program

The National Team Coaching Apprenticeship Program (NTAP) provides opportunities for women coaches to work with their national team programs leading up to and during major international events such as the Olympic Games.

Canada Games Apprenticeship Program

WiC, in partnership with the provinces and territories, provided professional development for 21 women coaches as part of the Canada Games Apprenticeship Program. The coaches attended the 2007 Canada Winter Games.

Canadian Journal for Women in Coaching

The online *Canadian Journal for Women in Coaching* provides timely, accurate, targeted information in order to create a healthier and more positive environment for women coaches, in Canada and around the world. As well as tackling pertinent issues, the *Journal* provides practical, hands-on, and proactive suggestions and solutions that inform the coaches, their employers, the parents of their athletes, and their clubs and associations.

Grants and Scholarships

Since 1987, over 500 women coaches have received some \$3,000,000 in the form of National Sport Organization (NSO) grants, professional development grants, Women in Coaching National Coaching Institute Scholarships, and major Games apprenticeship grants (see NTAP above).

- NSO Grants: available to NSOs that organize programs to increase the number of women coaches and enhance their education, certification, and experience. In 2006-2007, grants were awarded to NSOs in the sports of rowing, alpine skiing, gymnastics, and swimming.

- Professional Development Grants: to assist women who are committed to a career in coaching and to enhance their education, certification, and experience. In 2006-2007, grants were awarded in the sports of speed skating, basketball, fencing, sailing, biathlon, and alpine skiing.
- Women in Coaching National Coaching Institute Scholarships: Scholarships are awarded annually to women coaches who attend an NCI. The program has been re-structured to offer tuition-based scholarships to more women coaches and the application process has been implemented. Fourteen coaches from NCIs across Canada received the scholarship in 2006-2007.

National Coach Workshop

An annual event, the National Coach Workshop facilitates a stronger network of women coaches in national team positions and provides these coaches with professional development that creates support mechanisms to sustain the coaches in their positions.

Best Practices

WiC recognizes the leadership of NSOs that develop new opportunities for women in coaching their sports.

Online Mentor Program

Many women coaches, particularly those in sports that have few women in coaching positions, feel isolated and unsupported. WiC's Online Mentor Program is designed for women coaches at all levels who want an opportunity to receive feedback from and exchange ideas with an experienced coach.

Women in Coaching Luncheon

A key component of WiC's NSO recognition program is the annual Women in Coaching Luncheon, held in conjunction with Petro-Canada Sport Leadership sportif.

Athletics Canada

Contact: Joanne Mortimore

Initiatives include

- dedicating a session at the association's technical congress to women in coaching and included sharing success stories.
- providing opportunities for medical and administrative personnel and athletes and coaches to travel with their children.
- conducting research into daycare provisions at national senior championships for both athletes and coaches.

Canada Games Council (Initiatives to Promote Women in Sport as of September 8, 2006)

Contact: Sue Hylland

Improving Gender Equity

A number of statements have been incorporated into policy and have had a positive impact on achieving gender equity within the Canada Games. They include:

- Letters Patent: The objects of the Corporation are:
 - j. To increase the range of sports in Canada in which females participate and to increase the number of females involved in sport in Canada as athletes, coaches, support personnel, and technical officials.

- Sport Selection Principles:
 - h. We believe in gender equity, and thus the total number of male and female athletes selected should be equitable for a summer and winter Games cycle.

For those sports that do not meet the Council's core sport criteria, a coaching assessment is performed worth 20% of their final rankings point for inclusion on the Canada Games program. Twenty percent of the points scored in this final ranking process are directly related to the existence of initiatives to improve coaching among females.

Policy Statements

Sport Selection has seen the Male:Female athlete ratio rise from approximately 60:40 at the 1985 CSG / 1987 CWG to the current 51:49. The percentage of female coaches over the Canada Summer Games has risen from 25% in 1993, 27.8% in 1997, 30% in 2001, and 34% in 2005.

The percentage of female coaches over the Canada Winter Games was 39% in 2003 (no data from 1999 or preceding years). This percentage should rise in 2007.

Principles that Govern Technical Packages read under Gender:

- a. Teams with female athletes must have a female coach or manager; teams with male athletes must have a male coach or manager;
- b. For team sports where there are two coaches for a separate women's team, one of the coaches must be a woman. The application will be as follows:
 - Summer Games: soccer, softball, volleyball, basketball, field hockey;
 - Winter Games: women's hockey and ringette, wheelchair basketball (if there are females on the team.)
- c. For individual sports with more than one coach per team and with women competitors, one of the coaches must be a woman. The application will be as follows:
 - Summer Games: swimming, athletics, rowing, cycling, and canoeing.
 - Winter Games: fencing, judo, figure skating, freestyle skiing, biathlon, cross country skiing.
- d. Since affirmative action is deemed necessary, there will be no exemption process for gender requirements unless the Sport Committee is satisfied that exceptional circumstances exist.
- e. There is no gender requirement for sports with only one coach allowed.

Additional Programs

Women in Coaching: A specific program that was implemented for the first time at the 2005 Canada Summer Games in Regina is the Women in Coaching Apprentice program. This program was also implemented for the 2007 Canada Winter Games program. This is a CAC WiC initiative that has received Provincial/Territorial Government support. No evaluation of this program has yet been undertaken.

Challenges Experienced

Policy Challenges:

- Ensuring that female coaches are qualified and integrated into the PSO programs
- Getting host society management to include more females in leadership roles
- Increasing the number of female officials at the Games. There are still more females who need exceptions from the required Level 3 [eg. 2003 data – total female/male coaches (165/260), total Level 3 certified female/male (143/242), exemption required female/male (22/18), percent needed exemption female/male (55%/45%)].

Women in Coaching Program challenges:

- Resources (\$) for the program to operate for more women.

Canadian Colleges Athletic Association
Contact: Sandra Murray-MacDonell

Female Apprentice Coach Program

The CCAA's Female Apprentice Coach Program identifies and nurtures female graduating student-athletes who demonstrate the desired skills for coaching by providing them with the opportunity to share the coaching experience in CCAA national championship sports.

The goals of the program are to

- increase opportunity for young women to have access to the coaching experience.
- support identified female graduated student-athlete coaches in their pursuit of professional development opportunities.
- to provide qualified CCAA coaches in national championship sports with advanced training opportunities and mentoring experience.

Background

The CCAA is comprised of 104 member institutions from five athletic conferences. In basketball, volleyball, soccer, and badminton there are 190 women's programs; only 45 of these programs have women as head coaches.

Objectives

- Eliminate barriers by increasing the number of opportunities for women to undertake coaching in CCAA national competition sports.
- Build capacity by increasing the competence of women so that they can progress with confidence by ensuring completion of professional development opportunities.

Equity Policy

The CCAA supports the principle of equity of opportunity within sport by promoting the concept of inclusiveness, sport for all, in its programming and within its administrative structure.

The CCAA will actively pursue the goal of equity and encourage its member conferences and institutions to do the same.

The CCAA promotes

- gender equity on all committees
- sport convenor positions being held by persons of the same gender as the sports.
- hiring for staff positions free of gender bias.
- equal opportunities for women and men in national championship programming.

CAAWS Resources

**** Success Stories – Free Download from CAAWS**

CAAWS' newest publication *Success Stories – Increasing Opportunities for Girls and Women in National and Multi-Sport Organizations* is now available in either a downloadable or printed format. *Success Stories* provides a sampling of the many programs, projects and strategies from National and Multi-Sport Organizations that have been successful in encouraging opportunities for girls and women in sport. Free PDF (905 KB, 25 pages) of this publication <http://www.caaws.ca/e/resources/publications/>
Printed copies are available from the CAAWS national office.

**** Making the Most of Your Opportunities: A Media Guide for Athletes and Their Coaches**

Learn the fine art of effective self-promotion and to raise your media profile. Insight and advice on how to feel comfortable and in control when meeting the media. A great resource that provides practical tips and checklists for athletes and coaches. Cost – \$ 15.00
<http://www.caaws.ca/e/resources/publications/>

**** Voices Inspiring Equity in Women and Sport and Physical Activity (VIEWS)**

VIEWS is a group of people who have an avid interest in encouraging girls and women to become more involved in physical activity and sport. VIEWS members believe in the value of promoting equity, inclusiveness, fairness and respect for females and make every effort to incorporate this message into their ongoing activities. The VIEWS program is run by the Canadian Association for the Advancement of Women and Sport and Physical Activity (CAAWS) and was created in 2002.
<http://www.caaws.ca/views/e/index.htm>

**** CAAWS Position paper**

Seeing the Invisible, Speaking About the Unspoken, a position paper on homophobia in sport. CAAWS has prepared a document to initiate a discussion about homophobia in sport. CAAWS views this paper as the first step in a longer-term strategy to reduce homophobia in Canadian sport and to make sport an inclusive and safe place for all participants. This paper is not intended to provide an answer to the problem of homophobia in sport – but to start a discussion that may ultimately lead to future solutions. <http://www.caaws.ca/e/advocacy/article.cfm?ID=9>

**** In the Loop e-newsletter**

Keep up to date with CAAWS press releases, available grants and awards from CAAWS and others, along with women and sport happenings and more. Signup for the CAAWS “In the Loop” monthly e-newsletter at <http://www.caaws.ca/email/signup.cfm?wsPage=caaws>

**** CAAWS' new photo CD**

Are you looking for images of girls and women participating in sport and physical activity? Images that show different abilities, different cultures, races and people of all shapes and sizes? Images that cover a variety of activities including winter, summer, extreme sports, team and individual? Photos of older women, young women, pregnant women and children?
For CAAWS' new photo CD which offers 55 colour images suitable for non-commercial use in brochures, flyers or newsletters.
http://www.caaws.ca/e/resources/pdfs/cd_orderform.pdf

CAAWS' Women and Leadership program

The program currently consists of a series of five professional development sessions (Effective Communication, Conflict Resolution and Influencing Change, Creating Work Life Balance, Effective Networking) that have been designed for women by women.

Each half-day session blends theory with practical applications and provides an opportunity for women working or volunteering in the sport or active living communities, recreation field or school system to share experiences, reflect on ideas and apply specific techniques. The sessions also allow for networking opportunities among participants.

Hosting a session

Facilitators

Thirty session facilitators from across Canada are available to deliver Women and Leadership sessions in either English or French. Sessions can be hosted as part of an Annual General Meeting or conference or as stand-alone events (as a breakfast, luncheon, or evening workshop), or modified to be less than three hours if necessary.

Cost

The cost to host one session is \$250 (CDN) for the facilitator fee (or \$400 CDN for 2 sessions) plus room rental, photocopies, refreshments (if applicable), equipment rental (if applicable), promotion, and travel expenses (for facilitator – if applicable). Hosts may charge registration fees to participants in order to offset these costs.

Guidelines Booklet

A hosting guidelines booklet that provides suggestions and tips on hosting a leadership event is available.

CAAWS Leadership Brochure

Download a PDF of the CAAWS Leadership brochure:

http://www.caaws.ca/e/leadership/program/pdfs/CAAWS_Leadership%20brochure_eng.pdf

For more information, contact Krista Benoit kbenoit@caaws.ca

WISE Fund

In response to the continued interest from active girls and women and the ongoing financial need within the sport community, CAAWS, with support from Sport Canada, offers an annual grant opportunity to individuals and/or organizations that meet the WISE Fund criteria. The WISE Fund helps fund sport initiatives and assist members of the sport community*. Since 2004, CAAWS has supported 44 individuals and organizations through the WISE Fund, dispersing over \$38,000 to members of the sport community.

General

CAAWS usually provides 12 grants in the amount of \$900 each to girls and women and/or organizations offering sport programs targeted to girls and women who meet the grant criteria (see below). The number of grants is dependant on funding from yearly Sport Canada.

Category: Coach/Official/Sport Administrator
You should apply for the WISE Fund in this category if you

- are a female coach, official, sport administrator, instructor, volunteer, teacher who is interacting with girls and women in a sport or physical activity environment AND/OR;
- have NCCP coaching certification or are in the process of completing it AND/OR;
- have an affiliation with a provincial sport organization (PSO)* or national sport organization (NSO)* or a multi-sport organization (MSO)* or work/volunteer for a club/team who is a member of a PSO/NSO/MSO*

Canadian Interuniversity Sport
Contact: Marg McGregor

Equity and Equality Committee

Activities include

- recommending the promotion and marketing of women's sport that reflects the committee's belief that the marketing of women's sport may differ from men's sport.
- sharing information about universities that have success stories about fund-raising for women's financial awards.
- a survey of the profession of women coaches that found many common themes.
- recommending the development of measurable tools for schools to use to benchmark their equity areas.

The committee conducted a survey and received feedback from 20 female head coaches in 19 institutions. The responses illustrate the root difficulties, obstacles, challenges, and thoughts within the female coaching profession.

CIS Policies Relating to Equity

- Members shall offer to their student bodies CIS competition in one or more sports for men and one or more sports for women.
- If two delegates are appointed to the AGM, one shall be male and one female.
- Regional associations shall nominate one male and one female for appointment to the board of directors.
- As far as is practicable, at least 40% of the members of any committee shall be of a different gender than the rest of the members.

National Championships Bid Book

- Portraying a positive and respectful image of men and women
- All promotion, medal, communications, and reporting ... represent both genders where both genders participate; are free of sexism; and portray both genders in a positive manner avoiding inappropriate and demeaning attitudes, assumptions, and stereotypes about sex roles.

Other:

- CIS accepts the principles of equity and equality and will ensure that these principles are adhered to in all of its activities.
- Goals: that CIS be sensitive to and seek out opportunities for gender balance when identifying members for committees to reach an objective of no less than 40% representation of one gender.
- CIS is designed to encourage participation by as many males and females as can be accommodated.
- There are a lack of opportunities for women to become more actively engaged in coaching, officiating, administrative, or other paid or volunteer leadership opportunities.

- All institutions should have a policy that allocates resources in a given sport on a relatively equal basis between all-male and all-female programs.

Égale-Action

Contact: Guylaine Demers

- EA manages the Quebec government's \$50,000 grant to help provincial sport organizations (PSOs) put into place programs, projects, and activities that help women in their sport. Every year, EA meets with the PSOs to help them create new projects to involve more women in their sport. Mostly they submit ideas to increase the number of female coaches and officials. So far, the PSOs really appreciate help from EA because sometimes they just don't know how to bring in more women. EA was proactive, stopped complaining about the weaknesses of the projects submitted, and decided to help PSOs to build good projects that have more chances of success.
- EA is working with the government on Équipe-Québec, a program to help financially high performance coaches and athletes. EA is part of "Forum Équipe-Québec" and the most popular session is on the difference between coaching male and female athletes. This can help to create a better coaching environment for female athletes and if they have a positive experience as athletes, they may be more inclined to become coaches themselves.
- EA is working on a program for university and high school female sport leaders in partnership with PSOs and Sport-Étudiant. Female university students studying physical education, kinesiology, sport, etc.) are trained in leadership. They then go to high schools and train 15- to 17-year-old girls who will become their school's sport leaders and organize sport and physical activities for 12- to 14-year-old girls. EA wants to develop leadership skills with those female students and have more active girls in high schools. Through the partnership with the PSOs, the NCCP or other sport-specific clinics are promoted to young students to bring more women into coaching. The program will be piloted in May and will be available in schools in October.
- On the EA website, jobs in sport are promoted, including jobs in coaching.
- A huge number of grants are available for women in sport.

Final thoughts

- Mentorship is essential to bring more women in coaching and to keep them there.
- Bylaws, rules, and laws are essential tools to break the glass ceiling. Good examples come from the Canada Games Council and CIS.
- Research is important. If we ask for money, we need numbers, explanations, and potential solutions.
- We have to hire a big lobbyist to influence the politicians!
- We have to use Vancouver 2010 to promote women coaches. There could be a national contest offered by WiC. A coach could be paired with a mentor. This is the same idea as with the apprenticeship program, but on a larger scale.

Fédération Internationale des Sociétés d'Aviron

Contact: Tricia Smith

Current initiatives include

- identifying, through FISA's Competitive and Development Commissions, at least four women to attend the annual Coaches Conference, over and above women who already attend. Their attendance will be subsidized from a fund created by donors and former rowers, male and female.
- contacting and encouraging current female coaches to attend the Coaches Conference.
- continuing the women's development camp, which identifies women athletes and coaches from rowing developing nations and subsidizes their attendance at the annual rowing camp with a mentor senior female coach.

- putting into practice daycare service at FISA regattas. This is included in the event 'cook book', but has not yet been activated.

Laval University

Contact: Guylaine Demers

Research

Guylaine has received a research grant to study beginning female coaches. The purpose is to gather information on the reasons why those women have chosen to be involved in coaching, who they are (characteristics) and to describe their first years in coaching to understand what could be done to better prepare and help them.

Bachelor's degree

- 42% of students in a new undergrad program in coaching and sport administration are female.
- At the end of their program, the students can get their NCCP Theory Levels 1, 2 and 3 (eventually they will get their training for *Competition – Introduction* and some modules for *Competition – Development*.) This means that about 20 women each year get certification.

Undergrad courses

- A compulsory course on equity in sport shows young women coaches that they are not alone in going through tough experiences, that they are 'normal'. That gives them a lot of power. The fact that the course is co-ed helps get men involved in the process of making sport more equitable for all and especially for women.

Varsity programs

As the Rouge et Or ombudsman, Guylaine makes sure that athletes and coaches receive fair treatment.

She and Olympian Guylaine Dumont are putting in place a support group for varsity women coaches and athletes to make sure they have a place to share experiences and to help them develop leadership skills through their sport experiences.

Sport Canada

Contact: Kathy Duval

Sport Canada initiatives and activities around women in sport, including coaching:

- *The Sport Canada Policy on Women in Sport* (Women in Sport Policy), published in 1986, sought "to attain equality for women in sport." At that time, the organization of sport in Canada was largely segregated by gender. Since then the sport landscape has changed significantly, becoming more integrated and accessible for women.
- Several of the tools and mechanisms referenced in the Women in Sport Policy, including the Women's Program and the High Performance Quadrennial and Best Ever Plans, no longer exist. These and ongoing monitoring functions have been integrated into current instruments such as the Sport Support Program and the Sport Funding and Accountability Framework (SFAF).
- Sport Canada is presently reviewing its Women in Sport Policy to accurately identify issues currently facing women in Canadian sport, to assess the international implications of these issues, and to recommend appropriate approaches.
- While the 1986 policy document focuses on equality, by the late 1990s, implementation had shifted to equity, reducing barriers, and promoting access.

- Significant progress has been made in key areas since 1986. These include the integration of gender-specific NSOs, such as the Canadian Field Hockey Association and the Canadian Women's Field Hockey Association; an increase in the number of female participants at all levels; and an increase in the number of women working as administrators, coaches, and sport leaders in both volunteer and paid staff capacities. The SFAF, together with the Athlete Assistance Program database, provide the major data-gathering instruments for Sport Canada, collecting information by gender on participants, carded athletes, national team coaches, officials, and more.
- Coaching is one area in which the participation of women appears to lag behind other sport roles, particularly in the high performance sport context.
- Input from the sport community will be critical in the identification and validation of current issues related to women in sport.